Marketing Requirements Document Instructions

A good MRD ensures that the project is driven by true customer needs and a sound business proposition. The MRD outline includes introductory sections for setting the market or user context—why is this product, system or service needed, what market segment or user group is it targeting? And what is most important to that group? A good MRD will also make relative priorities of features or functionality clear.

This document is typically completed by the business group or other representatives of customers and users to express the perceived customer wants and needs for a product, system or service. These customers may include both external and internal customers. Business representatives are responsible for what gets developed and why.

The primary audience for the document is the project team and, specifically, the functional groups that must determine how to implement the product, system or service to meet those requirements. The team is responsible for figuring out how to develop what Marketing is requesting.

This document is for product development projects because typically the Business Analyst is acting as the voice of external customers.

In IT, projects utilize the Business Requirements Document.

Directions:

1. After a NPP has been submitted, the Business Analyst completes this document with assistance from research, marketing communications, sales, engineering and finance.

2. Review the draft MRD (or elements of it) with internal customers and, if possible, with key friendly external customers to ensure that the requirements are accurate and to get input on priorities.

3. Create an economic justification for the project to go along with the feature/function definitions in the MRD.

4. Update the MRD with all review comments to date then provide the document to the newly-formed project team.

5. Project team will use the MRD as input for the project definition or scoping process.

6. Project team will negotiate what requirements make the cut and document them.

If the MRD is updated at the end of the Initiation phase, maintain a record of the original customer requirements before any trade-offs were made in order to be consistent with the final scope decisions.

Executive Summary

Provide a short paragraph or two summarizing the following so that the reader can get a quick overview of the project scope and reason for being:

- The business reason for this project.

- Target customers and summary of the market opportunity driving this project.

- What the project should implement (product, system, service) to meet the customer needs and fulfill the business goals.

- Key market-driving dates and when the project must deliver.

Background and Market Context

Target customers and the problem we are trying to solve or solution we want to provide

- Who is this to be developed for and why?

- What are their business problems?

- How will our solution help them achieve their goals?

Market window

- What is driving when we need to have this available?

- Are there specific points at which we have the opportunity to capture market share, or specific points at which we've lost the opportunity to capture enough market share?

- Are there specific points past which we will lose the ability to save enough money (if this is a cost reduction or avoidance project)?

Strategic requirements

- What are the strategic drivers of the project itself or key features to be developed?

- How does this fit with our technology roadmap? Is this required to stay current with technology?

- Is it for performance reasons or cost reasons?

- Is it required to win a specific contract?

Business Case

This section provides a more detailed financial answer to the question "why are we developing this?" The business case is drafted early to document the perceived financial or economic benefits of undertaking this project. As more detailed work is done and more information about costs becomes available, the full economic justification is constructed and used to decide whether the project should proceed into full development.

Market forecast: What is the size of this market?; i.e. number of customers, number of units that could be sold, total cost savings we could achieve (if this is a cost-reduction project), etc. What percentage share of that market do we think we can achieve?

Market Forecast and Share Targets, Service X

Service Type	Y2006 Revenue	Our Market Share Y2006 (8%)	Y2007 Global Revenue	Our Market Share Y2007 (8%)
Segment 1	$605M	$48M	$907M	$72M
Segment 2	$281	$22.5M	$591M	$47M

Delivery target:

Desired dates for first delivery to users or customers.

Product or service life:

How long we believe customers will use it and how long we believe we will sell it.

Cost goals:

How much it should cost to produce/deliver/support.

Selling price:

What we believe we can charge for it.

Goals:

Cost Reduction, etc.

Customer Requirements

This section should accomplish two objectives:

- **Specify customer requirements.** Identify the high-level customer-view requirements for your project. Make sure all important categories of requirements are covered, such as performance and reliability, not just feature requirements.

- **Make clear the mandatory features and relative priorities.** In each category, indicate items that are must-have or mandatory vs. nice-to-have or optional. These can be labeled A, B, etc., or whatever approach works for you. Within the optional items, you may want to prioritize them according to importance. Then, if the team needs to select a sub-set based on cost or schedule constraints, it will have Marketing's priority guidelines for those decisions.

Example of labeling priorities:

- A = Must have in first release.

- B = Strongly desired by customer segment, but not mandatory for first release.

- C = Nice to have, but not a deal-maker or show-stopper.

In the MRD, the detailed requirements in each of these sections are kept high-level and are written from the viewpoint of what the customer sees, uses and experiences.

Functionality

Category or Feature Area	Requirements Text	Priority
Operational		A
User Interface		A
User Interface		B1
Reporting		A
Reporting		B1

Performance requirements

Specify what performance ranges the target customer group(s) expect from this product and why, including related items such as capacity, response time, etc.

Reliability requirements

Specify aspects such as expected operational uptime and Mean Time Between Failures that customers expect.

Usability requirements

Be clear about the major user groups within the customer that could result in different requirements at the product design level, e.g. advanced vs. novice users, and any high-level usability requirements driven by these groups.

Operational and support requirements

Specify any customer operational constraints that would affect the product, system, or service design. Call out related support requirements, whether assumptions of support the State of Montana must provide to customers or product elements such as documentation that may be expected.

Other requirements

Create additional sections to summarize any other requirements areas that are important to the target customers.

Administrative Information

Revision	Author	Date	Sections Affected	Change Summary
1.0		1/2/2009		

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